

TASK ORDER (TO)

GSQ0017AJ0008

Global Situational Awareness (Global SA) Support

in support of:

Joint Improvised-Threat Defeat Organization (JIDO)



Issued to:

Fulcrum IT Services, LLC

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**The Federal Systems Integration and Management Center
(FEDSIM)**

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C.1 BACKGROUND

The Joint Improvised Explosive Device Defeat Organization (JIEDDO) was established in 2006 as a Deputy Secretary of Defense (DSD)-directed initiative with the mission to rapidly provide solutions to defeat the enemy's improvised threat campaign and save the lives of service members deployed fighting insurgent networks that employ improvised threats as a strategic weapon of choice. On March 11, 2015, the DSD directed the establishment of JIEDDO as a Defense Agency, designated JIEDDO as a Combat Support Agency (CSA), and directed that it be aligned under the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD (AT&L)). On April 30, 2015, the DSD approved an USD (AT&L) request to rename JIEDDO as the Joint Improvised-Threat Defeat Agency (JIDA). JIDA Initial Operational Capability (IOC) occurred October 2015. Subsequently, in accordance with fiscal year (FY) 2016 NDAA language, JIDA was directed to realign to an existing CSA and JIDA began coordination efforts to align with the Defense Threat Reduction Agency (DTRA).

On February 10, 2016, the DOD Resource Management Decision (RMD Number 700A2) for the FY 2017 Presidential Budget was submitted, which implemented the DSD decision to rename JIDA as the Joint Improvised-threat Defeat Organization (JIDO), directed organizational realignment from the Army to USD (AT&L), and approved the request from USA (AT&L) to transfer current JIDA resources from the Services to the JIDO within DTRA and under the authority, direction, and controlled of the Director DTRA, effective 1 October 2016. On 14 June 2016, USD (AT&L) approved the JIDO Concept of Operations (CONOP), which states (in part), "JIDO accomplishes its mission by sustaining advanced information technology and fusion infrastructure that enables a threat awareness and understanding capability."

C.1.1 PURPOSE

The purpose of the Global SA TO is to provide JIDO, the Intelligence Community, Military Service partner organizations, and other Department of Defense (DoD)/Federal agencies with professional services that sense, research, and analyze the global operational environment to enable Combatant Commands (CCMDs) to research anticipated threats and develop analyses to identify priorities to combat I-Threats to the Warfighter and partner organizations through advanced situational awareness services and training.

C.1.2 AGENCY MISSION

JIDO enables DoD actions to counter improvised threats with tactical responsiveness and through anticipatory, rapid acquisition in support of Combatant Commands' efforts to prepare for, and adapt to, battlefield surprise in support of counter-terrorism, counter-insurgency, and other related mission areas including counter-improvised explosive device.

As JIDO provides an agile response mechanism for improvised threats that require a temporal, near term solution – its mission was broadened to include not just the IED, but other improvised threats as specified by the Secretary of Defense.

Broadening the mission to improvised threats as specified by the Department allows JIDO to also address the facilitation and employment of improvised weapons, treating both the symptom and the cause of the threat.

C.2 SCOPE

The scope of the Global SA TO includes research, analysis, and training in the following areas to develop solutions to counter and defeat I-Threats including IEDs: Open source analysis, cyber I-Threat analysis, global I-Threat data integration and management, red teaming and wargaming, geo-spatial analysis, signature analysis, network analysis, document and media exploitation, detainee information exploitation support, as well as technology and financial forensics. The scope of the TO also includes intelligence support including: All-Source, Imagery Intelligence (IMINT), Human Intelligence (HUMINT), Measurement and Signature Intelligence (MASINT), Ground Moving Target Indicator (GMTI) analysis, and Open Source Intelligence (OSINT).

This TO also provides JIDO with support to influence strategy, plans and policy associated with C-IED and countering improvised threats by leveraging broad Communities of Action (CoA) that includes DoD, United States Government (USG) agencies, key partners and allies, academia, and the private sector. Such leveraging helps to provide capability, expertise, access, and authorities to counter threat networks and their improvised weapons. This PWS will require work performance both in the Continental United States (CONUS) and Outside CONUS (OCONUS).

C.3 CURRENT ENVIRONMENT

Historically, JIEDDO services support contracts were independently created and implemented by the three organizational entities listed below.

1. Former Counter-IED Operations/Intelligence Integration Center (COIC) employed an enterprise strategy entitled “Capstone” supported by GSA Federal Systems Integration and Management Center (FEDSIM) Assisted Acquisition Services (AAS).
2. JIEDDO Center of Excellence (JCoE).
3. JIEDDO Contracts Division (CD) solicited and awarded contracts as needed using both internal and external contract acquisition organizations.

In order to streamline and simplify the acquisition of contract support services, JIDO integrated these independent and uncoordinated contracting activities and artifacts into a new Enterprise Acquisition Strategy Initiative (EASI) consisting of six TOs. The overall objectives of the EASI strategy, including this TO, are to:

1. Meet current and evolving mission requirements.
2. Comply with acquisition laws, regulations, and policies.
3. Improve mission effectiveness, output, and organizational synergy.

C.4 OBJECTIVE

The objective of the Global SA TO is to provide continuous research and monitoring for changes in threat networks, their evolving tactics, techniques, and procedures (TTPs), and employment of I-Threats; the identification of new, potentially disruptive, threat technologies; sustaining an active understanding of portfolio deficiencies that pose potential risk to the Joint Force; and CONUS training and exercise support.

C.5 TASKS

This TO will accomplish the following tasks:

Task 1: Project Management

Task 2: Transition Support

Task 3: Core Improvised Threat Analysis Support

Task 4: Communities of Action Support

Task 5: Internet Counter-Improvised Threat Analysis Team (iCAT) and Global Data Repository (GLIDR) Database Support

Task 6: Red Teaming and Wargaming Support

Task 7: Open Source Analysis Augmentation Cell (OSAAC) and Strategic Interplay Exploration (SIE) Support

Task 8: Improvised Threat Exploitation Integration Support

Task 9: Training Support

Task 10: Virtual Learning Environment and Learning Management System Support

Task 11: Additional, As-Needed Support (Optional Task)

The following describes the services required for each task. The contractor shall provide products and services in a timely and cost effective manner and shall deliver the desired outcomes as described below, as well as additional information in the Performance Requirements Summary (PRS) in the AFDP in **Section J, Attachment I**.

C.5.1 TASK 1 – PROVIDE PROJECT MANAGEMENT

Desired Outcome: The contractor achieves the Desired Outcomes of this TO and delivers performance within cost and schedule constraints.

The contractor shall provide all necessary project management support and contractor personnel resources necessary for the support of this TO. This includes the management of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this TO.

The contractor shall provide a TO Project Manager (PM) to serve as the primary interface and point of contact with the FEDSIM Contracting Officer's Representative (COR) and the Client Technical Point of Contact (TPOC). The contractor PM shall be responsible for managing and

overseeing the activities of all contractor personnel as well as subcontractor/teaming partner efforts used in the performance of this effort and contained in this TO.

The contractor shall institute and maintain management and quality processes and methodologies that ensure that the required TO performance is maintained or exceeded. Should the contractor encounter any technical, financial, personnel, or general managerial problems throughout the TO period of performance, the contractor shall immediately contact the FEDSIM COR and TPOC.

C.5.1.1 SUBTASK 1 – CONTRACTOR MANPOWER REPORTING

The Office of the Assistant Secretary of the Army (Manpower & Reserve Affairs) operates and maintains a secure Army data collections site where the contractor shall report ALL contractor manpower (including subcontractor manpower) required for performance of this contract. The contractor is required to provide the Annual Contractor Manpower Report (**Section F.3, Deliverable 01**) by completely filling in all the information in the format using the following web address <https://ecmra.mil>. The required information includes:

- a. Contracting Office, Contracting Officer (CO), COR, TPOC
- b. Contract number
- c. Beginning and ending dates covered by reporting period
- d. Contractor name, address, phone number, email address, identity of contractor employee entering data
- e. Estimated direct labor hours (including subcontractors)
- f. Estimated direct labor hours paid this reporting period (including subcontractors)
- g. Total payments (including subcontractors)
- h. Predominant Federal Service Code (FSC) reflecting services provided by contractor (and separate predominant FSC for each subcontractor if different)
- i. Estimated data collection cost
- j. Organizational title associated with the Unique Identification Code (UIC) for the Army Requiring Activity. (The Army requiring activity is responsible for provided the contractor with its UIC for the purposes of reporting this information.)
- k. Locations where contractor and subcontractors perform the work (specified by zip code in the United States and nearest city, country, and when in an overseas location, using standardized nomenclature provided on the website)
- l. Presence of deployment or contingency contract language
- m. Number of contractor and subcontractor employees deployed in theater this reporting period (by country).

As part of its submission, the contractor shall also provide the estimated total cost (if any) incurred to comply with this reporting requirement. Reporting period will be the period of performance, not to exceed 12 months ending September 30 of each Government FY and must be reported by October 31 of each calendar year or at the end of the contract, whichever comes first. Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure website without the need for separate data entries

for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

C.5.1.2 SUBTASK 2 – COORDINATE THE KICK-OFF MEETING

The contractor shall assist in scheduling and coordinating a TO Kick-Off Meeting within five business days after the award of the TO at a location approved by the Government. The meeting shall include the following topics and will provide the opportunity to discuss the contract and other programmatic topics such as technical, management, contractual, and security issues, as well as, travel authorization and reporting procedures. At a minimum, the attendees shall include contractor Key Personnel, technical point of contact representatives from the JIDO, other relevant Government personnel, the JIDO TPOC and the FEDSIM COR. The contractor shall coordinate with the FEDSIM CO to provide a TO Kick-Off Agenda and presentation (**Section F.3, Deliverable 02**) for a presentation that will include the following:

- a. Introduction of team members and capabilities
- b. Overview of TO scope, schedule, and deliverables
- c. Process to adhere to security requirements/access procedures
- d. Invoice procedures
- e. Points of contact
- f. Other logistics issues
- g. Additional issues or concerns

The contractor shall provide a draft copy of the agenda and presentation for review and approval by the JIDO TPOC and the FEDSIM COR 24 hours prior to finalizing. The Government will provide the contractor with the number of participants for the Kick-Off Meeting and the contractor shall provide sufficient copies of the presentation for all present.

C.5.1.3 SUBTASK 3 – PREPARE TRIP REPORTS

The contractor shall utilize the JIDO Automated Tracking and Management System (ATMS) process for travel approval in conjunction with the GSA FEDSIM travel approval process. All travel is to be approved in advance by the FEDSIM COR in accordance with **Section H.9.3**. The contractor shall submit Trip Reports and After Action Reports (**Section F.3, Deliverable 03**) after completion of a trip for all authorized travel. The Trip Report shall include the following information:

- a. Names of personnel who traveled
- b. Dates of travel
- c. Destination(s)
- d. Purpose of Trip; (be specific – why, purpose, outcome/next recommended actions)
- e. Actual Trip Costs
- f. Approval Authority (Copy of the document authorizing travel by Government official)
- g. Summary of events

The contractor shall reconcile the Trip Reports with each invoice such that they can be matched month by month.

C.5.1.4 SUBTASK 4 – PREPARE CONTRACT MONTHLY STATUS REPORT (MSR)

The contractor shall develop and deliver a MSR (**Section F.3, Deliverable 04**) and **Section J, Attachment B** via email to the FEDSIM COR and JIDO TPOC. The MSR shall provide the following information at a minimum:

- a. Work accomplished during the reporting period, including specific discussions of each of the goals and objectives projected for the reporting period in the previous MSR.
- b. Travel costs previously projected for the month, actual travel costs for the month, planned travel costs for the following month, and referenced Trip Reports for travel completed during the reporting period.
- c. Total number of standard hours worked, the number of hours worked by task, the number of hours worked beyond a forty hour work week, overtime costs for the month, and a copy of the overtime authorization by the FEDSIM COR.
- d. Cost Performance Reports.
- e. Cost Funds Status Report.
- f. Program issues, risks, and mitigation plans.
- g. Work (goals and objectives) projected for the next reporting period.
- h. A personnel roster of individuals required for performance of the TO, whether each is a Full Time Equivalent (FTE) or a fraction of an FTE, and whether each requires physical access to the JIDO facility.
- i. List of deliverables provided (identify by title, deliverable number, date of approval, and network location). If classified deliverable, the contractor shall develop a numbering/identification scheme.

C.5.1.5 SUBTASK 5 – PROVIDE INTEGRATED PROGRAM REVIEWS (IPR)

The contractor shall provide TO status during JIDO's monthly IPR (**Section F.3, Deliverable 05**), to the FEDSIM COR, JIDO TPOC, and other identified Government stakeholders. The contractor shall provide briefings to describe specific initiatives, both ongoing and completed, throughout the period of performance and the financial status of the TO.

C.5.1.6 SUBTASK 6 – PARTICIPATE IN TECHNICAL MEETINGS

The contractor shall participate in technical working groups, interchange meetings, program management reviews, and support technical requirements review meetings throughout the period of performance. The contractor shall also develop Briefing/Presentation Materials, Reports, and Plans (**Section F, Deliverable 06**) to communicate contract status and issues to JIDO and other stakeholders as appropriate.

C.5.1.7 SUBTASK 7 – PREPARE PROJECT MANAGEMENT PLAN (PMP)

The contractor shall prepare and update a PMP. This plan shall be submitted to the JIDO TPOC and FEDSIM COR for review and approval (**Section F.3, Deliverable 07**). The PMP shall be updated as needed and include the following information:

- a. Change log
- b. The technical and management approach
- c. Standards followed
- d. Overall work breakdown structure (WBS) and associated responsibilities and partnerships between Government organizations
- e. The contractor's Quality Control Plan (QCP)
- f. The contractor shall provide an OCI Mitigation Plan (**Section F.3, Deliverable 09**) to be updated as needed.

C.5.1.8 SUBTASK 8 – PREPARE TECHNICAL REPORTS

The contractor shall prepare Technical Reports (**Section F.3, Deliverable 10**) as requested by the JIDO TPOC or FEDSIM COR related to issues generated during the performance of the requirements of the contract. The reports will be reviewed by the JIDO TPOC and/or FEDSIM COR and comments will be provided within seven business days. The contractor shall resolve the comments to the satisfaction of the Government within five business days and produce updated technical reports. The contractor shall prepare and submit for review and approval to the Government point of contact, a final technical report at the completion of specific tasks summarizing the work accomplished and the results achieved.

C.5.1.9 SUBTASK 9 – CONDUCT PROJECT MEETINGS

The contractor shall schedule and conduct TO-related Project Meetings (**Section F.3, Deliverable 11**) in accordance with the PMP.

C.5.1.10 SUBTASK 10 – PROVIDE PROJECT BRIEFINGS

The contractor shall provide Project Briefings on technical and management issues related to the requirements of the TO, to the JIDO TPOC, FEDSIM COR, and others as needed and as approved by the JIDO TPOC or FEDSIM COR.

C.5.1.11 SUBTASK 11 – ASSIST JIDO TRANSITION TO DTRA

The contractor shall assist JIDO's transition to DTRA by incorporating DTRA into transition tasks identified in accordance with the Government-approved provided Transition-In Plan. This includes preparing written material for JIDO approval, supporting and participating in meetings between JIDO and DTRA, identifying opportunities for interagency cooperation, teaming, integration, and recommending changes to operating procedures.

C.5.1.12 SUBTASK 12 – IMPROVE TASK ORDER EFFICIENCIES AND EFFECTIVENESS

The contractor shall provide continuous process improvement with the objective of reducing costs while improving quality and mission effectiveness. Cost reductions that are accompanied with demonstrated quality improvements will be rewarded in accordance with the AFDP (**Section J, Attachment I**).

The contractor shall identify and propose discrete innovation projects (IPs) for Government approval. Proposed IPs are not restricted to this TO, but can potentially be applied across the JIDO Enterprise. Each IP shall include the following information as a minimum:

- a. Estimated cost savings or cost avoidance.
- b. Expected and measurable improvements to quality or mission effectiveness.
- c. Time line for implementation.
- d. Government-provided material, information, assistance, and funding (if needed).

For each Government-approved IP, the contractor shall prepare and submit a detailed Plan of Action and Milestones (POA&M) within 30 calendar days (**Section F.3 Deliverable 12**). The Government will prioritize the IPs and authorize a start date for each. The contractor shall track and report estimated and actual/realized cost savings or cost avoidance as well as realized quality and mission effectiveness changes (positive or negative) for each Government-approved IP.

C.5.2 TASK 2 – PROVIDE TRANSITION SUPPORT

Desired Outcomes: JIDO Global SA support is sustained in a controlled and deliberate manner throughout transition with no degradation in capabilities. Transition-In shall begin immediately at time of TO award (TOA) and minimally 30 calendar days before the dates indicated in Table 1 for those tasks that migrate from legacy contracts after TOA.

The contractor shall ensure a smooth and orderly Transition-In to establish required support, and the contractor shall ensure all knowledge, data, material, and information developed by or provided to the contractor is transitioned and delivered to the Government by the end of the contract period. TO staffing shall be phased in over time as existing legacy contracts expire or as world events drive the need for optional additional as-needed support. Staffing and transition flexibility is the key to successful implementation of this TO. Historical staffing levels are provided for reference in **Section J, Attachment S**.

Initial Operational Capability (IOC) is achieved at TOA for new tasks. For tasks starting after TOA, IOC is achieved no later than 30 calendar days (CONUS-based tasks as applicable), or 45 calendar days (OCONUS-based tasks as applicable) before the legacy TO expiration dates in Table 1.

Full Operational Capability (FOC) is achieved as soon as possible, but no later than 30 calendar days (CONUS-based tasks as applicable), or 45 calendar days (OCONUS-based tasks as applicable) after TOA for those tasks beginning immediately, or 30 to 45 calendar days after the

dates indicated in Table 1 for future migrating task areas. The contractor shall effectively plan and manage Transition-Out activities for the Global SA requirement as stated in C.5.2.2.

IOC is defined as follows:

- a. All required staffing to accomplish Transition-In activities are in place.
- b. The initial baseline Time-Phased Labor Mix (TPLM), as specified in Section C.5.2.1, has been submitted to the Government and required staffing in-processing activities are in progress.
- c. Coordination efforts are established and synchronized with legacy contractors for their transition out activities (facilitated by Government).
- d. The contractor is in full control of transition activities and required JIDO support is being effectively managed.
- e. For tasks starting concurrently with TO award, IOC is achieved when items a. through d. above have been accomplished, but no later than two weeks after TO award.

FOC is defined as follows:

- a. The task is fully staffed with fully qualified and trained personnel.
- b. The contractor assumes full responsibility for management of all TO requirements.
- c. All TO performance measures are in force and enforced.
- d. No further support required from the outgoing contractors.

C.5.2.1 SUBTASK 1 - PROVIDE TRANSITION-IN SUPPORT

The contractor shall ensure a smooth transition of support services with no degradation in capabilities during transition. Transition-in shall begin immediately at time of TO award and/or minimally 30 calendar days before the dates indicated in Table 1 for those tasks that migrate from legacy contracts after TO award. The contractor shall plan for all contingencies from gradual to immediate staffing. NOTE: The dates in Table 1 are legacy contract expiration dates. The Government reserves the right to accelerate FOC dates to meet evolving operational needs with 60 calendar days advance notice.

The contractor shall prepare and update the Transition-In Plan provided with its Technical Proposal and a TPLM (**Section F, Deliverable 13**) for Government approval within seven calendar days of project start date. The updated Transition-In Plan shall include any revised measurable milestones and decision gates (with entrance and exit criteria) for Government review at weekly Operational Readiness Reviews (ORRs). The TPLM shall identify all personnel and positions to transition to the TO, when they transfer, and their role. The Government will review and accept this TPLM as the initial baseline. Within one week after Government acceptance of the baseline TPLM, the contractor shall ensure that the JIDO Joint Manning Document (JMD) is updated to reflect this baseline without errors (including false positives and false negatives). The contractor shall update the Transition-In Plan and TPLM throughout the transition-in process. The contractor shall not invoice before personnel are entered in the JMD. Changes to the JMD must be approved by the JIDO TPOC. Additionally,

with prior written approval from the COR/BTPOC unique circumstances would permit the contractor to bill personnel not on the JMD.

Table 1. Legacy TO Expiration Dates By Task	
Task	Date (MM/DD/YYYY)
Task 1 – Project Management	Project Start + calendar 30 days
Task 2 – Transition-In	Project Start + 30 calendar days
Task 3 – Core Improvised Threat Analysis/MID Core	6/20/2017
Task 4 – Communities of Action	12/14/2016
Task 5 – C-CAT and GLIDR Database	6/4/2017
Task 6 – Red Teaming and Wargaming	4/30/2017
Task 7 – OSSAC Open Source and SIE	1/27/2017
Task 8 – Weapons Technical Intelligence (WTI) [Now called Improvised Threat Exploitation]	NLT 30 Days after TO Award
Task 9 – Training	4/8/2017
Task 10 – Virtual Training/Learning Management System	12/31/2016
Task 11 – Additional As-Needed Support (Optional)	As Directed

C.5.2.2 SUBTASK 2 - PROVIDE TRANSITION-OUT SUPPORT

The contractor shall provide a Transition-out Plan (**See Section F.3, Deliverable 13**) for transitioning and delivering all material and information from this TO to the Government. The plan shall identify all Government-Furnished and Contractor-Furnished Material (GFM/CFM) as well as information and material developed during the TO that was used in the execution of this TO. A draft Transition-Out Plan shall be submitted for Government approval 120 calendar days prior to the end of the TO base period. Upon incorporation of comments and Government acceptance, the contractor shall follow the plan to transfer all material, information, and rights thereto to the Government.

The contractor shall facilitate and conduct Transition-Out activities. The contractor shall prepare a final Technical Report (**Section F.3, Deliverable 10**) documenting the status of all ongoing efforts and projects, including a Smart Book/Turnover Binder containing copies of all plans, policies, procedures, points of contact, and other information required by the Government. A draft of the Technical Report is due NLT 120 calendar days prior to the end of the initial period of performance (Base Period) and an update NLT 120 days prior to the end of each Option Year. Transition-Out shall ensure no disruption to vital Government business. The contractor shall provide full cooperation to providing necessary operational knowledge transfer to the in-coming contractor. All documentation must be provided to Government personnel. Transition-Out shall include the following types of services:

- a. Project management processes;
- b. Points of contact;

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- c. Location of technical and project management documentation;
- d. Status of ongoing technical initiatives;
- e. Contractor to contractor coordination with Government oversight to ensure a seamless transition;
- f. Transition of Key Personnel functions and information;
- g. Identify schedules and milestones;
- h. Identify actions required of the Government; and
- i. Establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings.

C.5.3 TASK 3 – PROVIDE CORE IMPROVISED THREAT ANALYSIS SUPPORT

Desired Outcome: Provide products based on in-depth analysis to counter or defeat I-Threats integrate intelligence and operational information from multiple sources and are produced within the Latest Time of Value (LTOV) to enable deployed tactical forces to conduct offensive operations against insurgent I-Threat networks.

The contractor shall provide core improvised threat analysis support by providing open source intelligence analysis, and all sourced fused intelligence products to support counter-IED analysis and intelligence operations in the following subtasks.

C.5.3.1 SUBTASK 1 – PROVIDE OPEN SOURCE ANALYSIS SUPPORT

The contractor shall conduct open source research and data exploitation, prioritizing and analyzing a broad range of both target and English language oral and written products (including hardcopy, electronic, websites, and multi-media material). The contractor shall apply in-depth knowledge to identify emerging substantive issues within the focus AOR and succinctly communicate findings to the JIDO TPOC by generating open-source assessments which provide insight on cultural, political, economic, and social trends potentially affecting improvised threat counter and defeat operations in the AOR. The contractor shall apply this expertise primarily in support of JIDO's Requests for Support (RFSs) and to wargaming events and exercises, other exercises as required, and Red Team events sponsored by the JIDO. The Government anticipates requiring support for approximately six RFSs per month for this subtask.

The contractor shall conduct global research analysis to provide operationally relevant insight on cultural, political, economic, and social trends potentially affecting improvised threat counter and defeat operations in the AOR and maintain liaison with the CCMDs (AFRICOM, EUCOM, CENTCOM, SOCOM, SOUTHCOM, and PACOM). Global research analysts will provide intelligence support to improvised threat counter and defeat operations, Terrorism, Threat Analysis, and Open Source fusion of data related to regional and topic focused tasks through support analysis and modeling efforts for select physical and non-physical improvised threat networks. Global research analysis includes research, review, interpretation, evaluation and integration of a variety of finished and unfinished Open-Source intelligence to prepare a **Multi-**

layered (fused) Analysis/Product/Report (See Section F.3 Deliverable 15) to support assigned projects.

The contractor shall provide in-depth analysis of the Areas of Operation (AO) and the Areas of Interest (AOI), including the development of briefings and presentation material, to assist with the development of short- and long-range strategic plans.

The contractor shall ensure that intelligence products are delivered to an RFS requestor in accordance with the LTOV of their request; review work discrepancies; balance the workload requirements of all subordinate intelligence teams; manage all personnel issues pertaining to subordinate intelligence teams to include resolving disputes between JIDO support contractors.

The contractor shall utilize systems which ensure compliance with DoD Intelligence oversight policies and regulations, including: Executive Order 12333, United States Intelligence Activities, and DoD Directive 5240.1-R, (DoD Directive 5148.13 Intelligence Oversight (26 April 2017) Procedures Governing the Activities of DoD Intelligence Components that affect United States Persons. The contractor shall conduct all internet research using non-attributable tools and practices.

C.5.3.1.1 SUBTASK 1.1 - PROVIDE CULTURAL ANALYSIS SUPPORT

The contractor shall analyze general cultural anthropological issues related to (1) Iraq and the Middle-East, (2) Afghanistan and Pakistan, (3) North Africa (4) Horn of Africa, and (5) West Africa, and produce open source assessments which provide insight on cultural, political, economic, and social trends potentially affecting improvised threat counter and defeat operations in the AOR or selected CCMDs, e.g., AFRICOM, CENTCOM. Cultural analysis shall be based upon native proficiency in Arabic, Dari/Farsi, or Pashtu (3/3 ILRS at minimum), as well as English proficiency, specific and in-depth knowledge of a broad range of cultural, political, economic, and social issues in the target culture, and native or extensive exposure to living, working, or studying in the target region.

C.5.3.2 SUBTASK 2 – PROVIDE SIGNATURE ANALYSIS

The contractor shall employ signature analysis based on environmental information to predict the likely behavior of human enemy networks. Typical problem sets include the analysis of unique terrain features, route analysis, improvised threat activity/events, caching of I-Threats, facilitation to produce I-Threats, I-Threat production, and support of Intelligence, Surveillance, and Reconnaissance (ISR) requirements. Specifically, the contractor shall:

- a. Provide expertise in the application of signature analysis to analyze, understand, and exploit the advanced signals that enemy targets use to communicate.
- b. Determine the characteristics of a location that is associated with activities of a human enemy network.

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- c. Use JIDO tools in order to maintain analytical working aids and databases that support advanced geospatial predictive analytics. The contractor has the option to utilize ThreatMapper which is the current Government-Of-The-Shelf (GOTS) software for signature analysis. In the event that it is determined that the GOTS, ThreatMapper, cannot be used or enhanced, the contractor shall introduce and present to JIDO J2/Mission Integration Division (MID) and J6 new Commercial-Off-The-Shelf (COTS) signature analysis software tools /capabilities that would potential enhance the process. Only upon approval from JIDO J2/MID and J6 shall the contractor use the new COTS software. This COTS signature analysis software tool will be utilized by Government for predictive modeling and signature analysis on classified networks. If approved by JIDO J2/MID and J6 any new COTS signature analysis software tool, shall be operated and maintained in accordance with JIDO software security protocols and provide technical support to upgrade the signature analysis software tool so it is on par with or exceeds technological advancements of industry standards. The Government will retain exclusive ownership and control the data rights to this software signature analysis tool as GOTS software. The contractor shall be responsible for safeguarding all government information and property provided for use in the performance of this contract, including, but not limited to, those designated as unclassified sensitive, For Official Use Only (FOUO), Operations Security (OPSEC) sensitive, and Privacy Act Information, in accordance with applicable government directives.
- d. Analyze physical characteristics as requested to support the RFS process or to focus on Named Areas of Interest (NAI).
- e. Establish predictive insights into likely enemy activity within a NAI that will help focus other analytical efforts, ISR, targeting and tactical operations to anticipate enemy reactions and adaptations.
- f. Develop geospatially-oriented finished intelligence products of threat activity based on a range of previously observed, evaluated physical signatures and intelligence reporting.
- g. Participate in technical meetings to fuse analysis with other intelligence products.
- h. Present analytical assessments derived from signature analysis to the MID Mission Board and other forums as required.
- i. Deliver User Defined Operational Picture (UDOP) overlays depicting threat activity based on previously observed and evaluated physical signatures.

The contractor shall prepare and deliver on a monthly basis **Signature Analysis Reports** that describe the analysis that was conducted and the predictions that were made (**See Section F.3, Deliverable 16**).

C.5.3.3 SUBTASK 3 - PROVIDE ANALYSIS USING LAW ENFORCEMENT TECHNIQUES AND SUPPORT DETAINEE INFORMATION EXPLOITATION

SECTION C – PERFORMANCE WORK STATEMENT

The contractor shall tailor and apply law enforcement techniques and insights to military intelligence to develop case files on individual threat actors that are identified by deployed law enforcement specialists in theater. Specifically, the contractor shall:

- a. Provide expertise in law enforcement techniques to integrate law enforcement information with improvised threat analysis.
- b. Based on information provided by deployed law enforcement specialists develop network diagrams and case files, and conduct biometric analysis regarding the criminal behavior of individuals.
- c. Coordinate with other analytical teams to integrate law enforcement information, including investigative material developed in theater, into broader analytical efforts.
- d. Provide reach-back capabilities to harness information in the law enforcement communities (Federal and appropriate Defense Agencies).
- e. Identify emerging criminal trends and methods of operation in order to deter and interdict networks associated with the sourcing, production, delivery, and emplacement of I-Threats.
- f. Compile, build and manage detainee related intelligence information for exploitation during detainee interrogations in support of RFS from theater.
- g. Deliver technical reports that respond to RFSs (**See Section F.3, Deliverable 10**).

C.5.3.4 SUBTASK 4 - ANALYSIS OF HUMAN ENEMY NETWORKS

The contractor shall aggregate outputs from all RFS activities to enable a cross-boundary knowledge continuum of enemy network activities. Specifically, the contractor shall:

- a. Develop and maintain a cohesive and comprehensive information repository of human enemy networks that employ I-Threats and other networks of interest to JIDO.
- b. Provide input to the analysis conducted by All Source Intelligence Analysts at JIDO and incorporate updated network analysis from the All Source analysts into the knowledge base.
- c. Utilize JIDO-approved Network Analysis software tools that will be provided to the contractor, to describe the composition of networks, the individuals who comprise the network, methods used by the network especially as they relate to the production, facilitation, and emplacement of I-Threats, the preferred tactics, techniques and procedures of the network, and a catalogue of improvised threat events associated with the network.
- d. Employ JIDO tools and processes to populate the knowledge base and to corroborate data.
- e. Deliver **RFS Network Activity Technical Reports** in response to RFSs (**See Section F.3, Deliverable 10**).

C.5.3.5 SUBTASK 5 - PROVIDE ANALYSIS FOR EXPLOITATION OF DOCUMENTS AND MEDIA

The contractor shall apply forensics methodologies and analytical processes to identify, extract, exploit, and disseminate intelligence information from captured enemy documents and media for use in attacking the improvised threat problem set and the human enemy networks that employ I-Threats. Specifically, the contractor shall:

- a. Provide expertise in forensics, linguistics, and intelligence analysis to review captured enemy documents through the Harmony database to exploit information related to I-Threats. The Harmony database is an open source feed from the National Media Exploitation Center (NMEC).
- b. Coordinate analytical activities with NMEC.
- c. Establish a process for selecting and prioritizing documents for review in the Harmony Database at NMEC that have high potential for yielding information relevant to I-Threats and human enemy networks that employ I-Threats.
- d. Review captured documents and media to identify, extract, exploit, and disseminate relevant intelligence information in response to RFSs.
- e. Establish and maintain a record of documents reviewed.
- f. Publish findings that can be used by other analytical teams to identify the composition of and methodologies used by human enemy networks to employ I-Threats, including the supply chains, facilitation, and production of I-Threats.
- g. Deliver NMEC Technical Reports that respond to RFSs (**See Section F.3, Deliverable 10**).

C.5.3.6 SUBTASK 6 – PROVIDE SUPPORT FOR STRATEGIC ASSESSMENTS

The contractor shall provide support services to analyze the threat of human enemy networks, assess operations to counter or defeat I-Threats, and prepare/facilitate assessments for JIDO to present to JIDO and national leadership. This subtask includes strategic assessments of Disruptive Technologies and I-Threats that may be outside traditional IEDs. Some examples include the Tactical Use of Remote Controlled Model Aircraft (RCMA) in an ISR role, combat command and control as seen on the ISIL battlefield in Syria and Iraq. Strategic assessments include the use of tunnels for infiltration as well as Tunnel IED bombs, Improvised Weapons of Mass Destruction (iWMD), the use of Advanced Communications, the Cyber Migration of TTPs and for recruitment purposes. The tracking and reporting on future and emerging threats is also within this subtask. Specifically the contractor shall:

- a. Ensure that evolving requirements for strategic assessments are met, including long range planning, technology insertion, manpower planning, training, and product development.

- b. Analyze improvised threat events and associated activities to develop long term trends associated with the use of I-Threats by human enemy networks.
- c. Maintain strategic information to ensure JIDO awareness of current operational capabilities of human enemy networks, including tactics, techniques and procedures (TTPs); cover and deception methods; targeting strategies; surveillance methods, technologies, including raw materials, manufacturing processes, supply chains, usage intentions, and other identified operational capabilities.
- d. Prepare the **Priority Intelligence Requirements (PIR) Document (See Section F.3, Deliverable 10)** to assess changes in the threat presented by human enemy networks, especially with respect to the identification of new and emerging/migration TTPs, changes in technology, and changes in networks.
- e. Provide worldview predictive analysis regarding I-Threats and efforts to counter or defeat them.
- f. The contractor shall prepare and deliver analytic products (**See Section F.3, Deliverable 10**).

C.5.3.7 SUBTASK 7 – PROVIDE CURRENT INTELLIGENCE SUPPORT

The contractor shall provide current intelligence support and products to JIDO. Specifically, the contractor shall:

- a. Prepare and deliver the **Daily and Weekly Intelligence Update (See Section F.3, Deliverable 16)** for the JIDO Director.
- b. Provide intelligence support as required to all working groups and analytical teams that support JIDO.
- c. Maintain current awareness of weapons technology intelligence for I-Threats and TTPs used by the human enemy networks that employ I-Threats.
- d. Produce strategic intelligence and fusion products that conform to organizational, community, intelligence oversight, and regulatory requirements; that assess facts, threat intents, cultural behavioral norms, implications of the environment, and friendly as well as adversarial involvement in that environment; that integrate existing national level products and databases to provide an enhanced level of information support; and that accurately identify adversarial intent, capabilities, vulnerabilities, and potential threat courses of action.
- e. Identify capability gaps in countering and defeating I-Threats and provide recommendations on potential solutions.
- f. Conduct improvised threat studies as may be identified by the TPOC to identify current and future issues and to provide alternatives for issue resolution.
- g. Deliver and coordinate current intelligence technical reports that respond to Requests for Support or the JIDO analytical teams (**See Section F.3, Deliverable 10**).

C.5.3.8 SUBTASK 8 – PROVIDE I-THREAT ANALYSIS (Formerly Global Branch)

The contractor shall provide I-Threat analysis and analytical intelligence assessments of all I-Threat threat activities across the globe. Specifically, the contractor shall:

- a. Apply all source intelligence products to improve the effectiveness of I-Threat global situational awareness operations.
- b. Provide a general awareness of I-Threat activities throughout the world at the operational/strategic levels.
- c. Produce global intelligence and fusion products that conform to organizational, community, intelligence oversight, and regulatory requirements; that assess facts, threat intents, cultural behavioral norms, implications of the environment, and friendly as well as adversarial involvement in that environment; that integrate existing national level products and databases to provide an enhanced level of information support; and that predict the accurate identification of adversarial intent, capabilities, vulnerabilities, and potential threat courses of action.
- d. Respond to RFSs to analyze improvised threat and activities in any global region or culture.
- e. Provide persistent stare capability for identified Subject Areas of Interest.
- f. Identify emerging trends of increases in activity associated with the sourcing, production, delivery, and emplacement of I-Threats.
- g. Deliver and coordinate **I-Threat Technical Reports (See Section F.3, Deliverable 10)** that respond to RFSs or other JIDO analytical teams.

C.5.3.9 SUBTASK 9 – PROVIDE CRITICAL FACTORS ANALYSIS SUPPORT

The contractor shall provide expertise in critical factors analysis for operations to counter and defeat I-Threats. Specifically, the contractor shall:

- a. Provide critical factors analytical support services primarily for the U.S. Central Command (CENTCOM) AOR and other CCMD AORs as may be required (including CCMD subordinate commands).
- b. Conduct critical factors analysis to identify centers of gravity related to improvised threat operations and to the human enemy networks that employ I-Threats.
- c. Based upon critical factors analysis, identify targets of opportunity to disrupt improvised threat operations, including the sourcing, production, delivery, and emplacement of I-Threats.
- d. Deliver and coordinate **Critical Factors Technical Reports (See Section F.3, Deliverable 10)** that respond to RFSs for critical factors analysis.

C.5.3.10 SUBTASK 10 - PROVIDE COMBAT SUPPORT INTEGRATION SERVICES

The contractor shall provide for the organized assessment of all RFSs to provide improvised threat analysis. Specifically the contractor shall:

- a. Receive all RFSs through the Branch Chief/Government official from outside activities and coordinate assignment of the requirement for action by the appropriate analytical support team(s).
- b. Maintain visibility of all RFSs and required actions identified through the JIDO RFS Tracker.
- c. Support Government quality assurance reviews as the response to the RFS is developed.
- d. Maintain copies of the products that are delivered to close the RFS on the RFS Tracker.
- e. Ensure that the products required by the RFS are delivered to the requestor.
- f. Provide an on-site interface to all CCMDs and field activities through a 24x7 Watch.
- g. Provide assessments of overall RFS activities and trends as requested by the TPOC.
- h. Deliver and coordinate Combat Support Technical Reports as required (**See Section F.3, Deliverable 10**).
- i. Maintain a 24/7 Watch manned with intelligence analysts fully capable of communicating with other commands and agencies. Analysts shall also produce **Daily/Weekly/Monthly Global Slides** for J23 and **Director's Update** (**See Section F.3, Deliverable 10**).
- j. Inform Coalition partners of FVEY releasable products and provide access as requested.
- k. Provide daily qualitative and quantitative analysis of RFS and analytical efforts.
- l. Develop trained Data Transfer Officers (DTOs) for network transfers (Low to High and High to Low).
- m. Deliver and coordinate **Global IED Report** as required (**See Section F.3, Deliverable 10**).

C.5.3.11 SUBTASK 11 - PROVIDE FEASIBILITY ANALYSIS OF NEW ANALYTICAL TECHNIQUES

The contractor shall provide specialized services to evaluate analytical techniques and emerging methodologies and assess the potential benefits of applying new analytical techniques to the C-improvised threat problem set. The contractor shall identify potential techniques that could provide useful insight into I-Threat activities/events including caching of I-Threats, facilitation and supply chains to produce I-Threats, I-Threat production, emplacement of I-Threats, and the networks that employ I-Threats. The contractor shall conduct analyses to determine the feasibility of implementing promising techniques. The specific requirements for the feasibility

analysis will be documented in individual letters of instruction from the TPOC, including the format for delivery. The time for delivery of the feasibility analysis will be as mutually agreed. The contractor shall develop and implement **Program Plans (See Section F.3, Deliverable 10)** for employment of the analytical techniques that are adopted for use in the conduct of the JIDO mission.

C.5.4 TASK 4 – PROVIDE COMMUNITIES OF ACTION SUPPORT

Desired Outcomes:

- a. JIDO enables and facilitates Combatant Commands (CCMDs), Military Services and agencies, other federal USG agencies, coalition and allied partners, partners in industry and Non-Government Organizations (NGOs) to form Communities of Action (COA) operating with holistic cooperation to counter, neutralize, and defeat I-Threats on a global basis.
- b. JIDO leads the way in the development of DoD level plans, policies, and strategies for dissemination across DoD and among the COA.

C.5.4.1 SUBTASK 1 – PROVIDE SENIOR DOD POLICY AND STRATEGIC ANALYSIS SUPPORT

The contractor shall serve as a senior advisor to JIDO leadership on the conduct of DoD and Joint Staff policy development and strategic planning for the organization. The contractor shall work closely with JIDO leadership and conduct action officer coordination of JIDO's work with the Executive Office of the President (EOP), other USG departments and agencies, the Office of the Secretary of Defense (OSD), the Joint Staff, CCMDs, Military Services and agencies, Multi-national forces, on strategic-level defense strategy, such as the Quadrennial Defense Review, National Defense and Military Strategies, Global Employment of the Force, and Global Development of the Force. The contractor shall provide expertise and insight on strategic planning and policy matters. The contractor shall support JIDO with oral and written communication with senior level Defense officials, and on an as needed basis, with senior level representatives from international and USG interagency partners. The contractor shall be responsible for facilitating the strategic vision of planning and policy documents, providing editorial comments and ensuring that all products in the J5 reflect the intent of the JIDO Director.

C.5.4.2 SUBTASK 2 - PROVIDE POLICY ANALYSIS AND STRATEGIC PLANNING SUPPORT

The contractor shall serve as part of a regionally focused strategic planning team advising the J5 Department Chief in the development of strategic plans and policy in full coordination with JIDO, the DoD, the Joint Staff, Combatant Commands, and other strategic partners to achieve focus in JIDO foundational documents and plans. The contractor shall provide support in the development of the DoD strategy and the derivative guidance to counter and defeat I-Threats for

the CCDRs plans to ensure that Departmental counter-I-Threat efforts are focused and integrated. The contractor shall also support JIDO priorities, appropriate JIDO instructions, and other command-directed strategically focused documents to ensure that these publications present to an external audience, an integrated, coherent, and focused approach to the improvised threat fight and are based on current JIDO and DoD priorities. The contractor shall prepare briefings, information papers, policies, strategies, and perform program management staff work and conduct briefings of these products to initiate, communicate, and manage efforts to garner approval across a senior DoD-level staff (See Section F.3, Deliverable 10).

C.5.4.3 SUBTASK 3 - PROVIDE JOINT STRATEGY FOR IMPROVISED THREAT DOCTRINE ANALYSIS

The contractor shall research, analyze, develop and review improvised threat and related national policy, strategy, and planning documents. The contractor shall support improvised threat concepts and doctrine with analysis, review, and staffing of Joint counter improvised-Threat defeat practices, emerging concepts, or draft doctrine for publication by the Joint Staff J-7 and Coalition Warfighting Centers. This process is in support of the intent of the CJCSM 5120.01 and Service-level doctrinal publications. The contractor shall coordinate appropriate counter-Improvised-Threat defeat planning, cooperative development of joint doctrine, training support for coalition partners and, as authorized, and when directed, training support for other USG departments and agencies, and state and local law enforcement entities. The contractor shall provide products that reflect documentable research, comprehensive coordination, relevant information, problem identification, potential solutions, analysis of the potential solutions, and recommendations. The contractor shall develop and prepare support documentation including internal memos, information papers, briefings, and official correspondence in support of the development of joint, interagency, intergovernmental, and international communities of action (See Section F.3, Deliverable 10); developed through collaboration, information sharing, and cooperative capability development. The various communications involve all levels of military and civilian hierarchy including flag-level decision makers and supporting the development of correspondence for the Assistant Secretary level. These documents may also include draft congressional reports and responses to Government Accountability Office (GAO) requests and recommendations.

C.5.4.4 SUBTASK 4 - PROVIDE INTERAGENCY COORDINATION SUPPORT

The contractor shall work in collaborative multiagency and complex environments, with the ability to shape and manage interagency information sharing in a fast-paced work environment. The contractor shall work within the JIDO organization to present collaborative, comprehensive responses when engaging across the USG on improvised threat related issues. The contractor shall identify and coordinate potential areas of collaboration and coordination between JIDO, DoD, and other USG agencies (e.g., Department of State, Department of Justice, and Department of Homeland Security). The contractor shall provide support in the oversight of the interaction and transactions between JIDO members and the Interagency. This requires the contractor to think critically, identify problems, develop and implement solutions, and communicate effectively verbally and in writing. The contractor shall assist JIDO to draft coordinated and

synchronized national level, joint, multi-national, and inter-agency policy and strategy. The contractor shall provide written communication using various formats under short suspense, including preparation of briefings, information papers, concepts, policies, and correspondence at senior leadership levels (**See Section F.3, Deliverable 10**). The contractor shall support DoD, JIDO, interagency efforts to identify and close improvised threat requirements in CONUS and OCONUS.

C.5.4.5 SUBTASK 5 – PROVIDE INTERNATIONAL AGREEMENTS SUPPORT

The contractor shall serve as a subject matter expert in international policy and agreements, and shall perform analytical and support tasks for the development and negotiation of international agreements for JIDO under the direction of the JIDO TPOC in a dynamic, fast-paced, and mission-oriented environment. The contractor shall work with the JIDO International Engagement and Foreign Disclosure Teams to assist in the development of cooperation strategy with individual countries based on JIDO leadership and Combatant Command demand signals. The contractor will interact with senior DoD policy personnel responsible for Project Agreements, Master Memoranda of Agreements, Master Information Exchange Agreements, and reciprocal and non-reciprocal personnel exchange agreements with a multitude of international partner countries. The contractor shall use their knowledge of the Office of General Counsel and international and domestic laws that are specific to treaties between the USG and the greater international community. The contractor shall use its working knowledge of DoD Directives 5530.3, 5230.2, and 5230.11 to conduct activities under this subtask. The contractor shall meet with key stakeholders, including JIDO and foreign personnel to determine appropriate agreements to execute collaboration and cooperation in furtherance of the JIDO mission. The contractor shall prepare draft documents, briefings, information papers, concepts, policies, and strategy in support of this subtask (**See Section F.3, Deliverable 10**). The contractor shall provide products that reflect: documentable research, comprehensive coordination, relevant information, problem identification, potential solutions, and recommended solutions. The contractor will coordinate all international agreements efforts through relevant DoD and other organization channels, as necessary to ensure products are in compliance with U.S. laws, regulations, and policies.

C.5.4.6 SUBTASK 6 – PROVIDE INTERNATIONAL COORDINATION SUPPORT

The contractor shall work effectively and efficiently with staffs of CCMDs and multinational partners to facilitate effective relationships, policy, and strategy. The contractor shall assist JIDO in shaping and managing bilateral and multilateral cooperative objectives and shall provide expertise in the development and sustainment of high-level engagement, both CONUS and OCONUS, to support counter-improvised threat relationships. The contractor shall assist in the development of strategic plans and policy in full coordination with JIDO, the DoD, the Joint Staff, Combatant Commands, and other strategic partners to achieve focus in JIDO foundational documents and plans. The contractor shall provide support in the development of the DoD counter-improvised threat strategy and the derivative guidance to CCMD counter and defeat improvised threat plans, Theater Strategic Plans, Combatant Command Theater Security

Cooperation Plans, and development of improvised threat annexes to contingency plans that ensure that Departmental improvised threat efforts are focused and integrated. The contractor shall also support JIDO priorities, appropriate JIDO instructions, and other command-directed strategically focused documents to ensure that these publications present to external audiences an integrated, coherent, and focused approach to the improvised threat fight and are based on current JIDO and DoD priorities. The contractor shall prepare briefings, information papers, policies, strategies as well as staff, task, brief, and report products required to initiate, communicate, and manage such work across a senior DoD-level staff, and when required, select representatives of foreign governments (**See Section F.3, Deliverable 10**).

C.5.4.7 SUBTASK 7 - PROVIDE NATO COORDINATION AND PLANNING SUPPORT

The contractor shall assist in JIDO planning, synchronizing, and coordinating all activities with NATO Headquarters, NATO's Bi-Strategic Commands, NATO's components and agencies, Allies, and NATO partners. The contractor shall provide support in the development of the DoD improvised threat strategy and the derivative guidance to the NATO improvised threat plans to ensure that DoD and NATO counter and defeat improvised threat efforts are focused and integrated. The contractor shall also support Director, JIDO priorities, appropriate JIDO instructions, and other command directed strategically focused documents to ensure that these publications present, to an external audience, an integrated, coherent, and focused approach to the improvised threat fight and are based on current JIDO priorities. The contractor shall prepare briefings, information papers, policies, strategies, and staff, task, brief, and report products required to initiate, communicate, and manage such work across senior NATO and DoD-level staff (**See Section F.3, Deliverable 10**). The contractor shall use their thorough understanding of NATO policies, international agreements, and NATO member country governments and militaries to provide services under this subtask.

C.5.5 TASK 5 - PROVIDE INTERNET COUNTER-IMPROVISED THREAT ANALYSIS TEAM (iCAT) AND GLOBAL IED DATA REPOSITORY (GLIDR) DATABASE SUPPORT

Desired Outcome: Actionable intelligence and operational information is consistently provided to enable JIDO, other Federal agencies, and other mission partners to develop, shape, and execute counter threat network operations to eliminate or neutralize enemy insurgent networks that threaten US interests and employ I-Threats. Unclassified (open source) and classified improvised threat counter and defeat (C&D) data are integrated in a fused, community-recognized, and authoritative Global I-Threat incident database that enables on-demand, user-defined access to de-conflicted and correlated data.

The contractor shall provide for iCAT and GLIDR database support under the following two subtasks.

C.5.5.1 SUBTASK 1 - PROVIDE iCAT SUPPORT

The contractor shall provide iCAT support and comply with the iCAT Standard Operating Procedures (SOPs) and Training Manual dated December 7, 2010, and located in the JIDO Portal on the SIPRNet.

The contractor shall apply foreign language and cultural expertise, area knowledge, advanced computer use and web research expertise to provide near real-time tactical Open Source Intelligence (OSINT) from social media information and social media analysis in support of current military operations. The contractor shall conduct both large scale media analysis and in-depth comprehensive research and assessments of specific targets. The contractor shall search for and gather information from a wide variety of social media sites; including, Facebook, Twitter, YouTube, and Wikimapia and perform geo-location of pertinent data. The contractor shall be aware of key personalities operating in their area of interest and have the capability of researching their presence on social media sites. The contractor shall be knowledgeable of the most commonly used social media sites in different regions of the world and demonstrate proficiency in accessing relevant information from these sites. The contractor shall continually update existing methodologies through conducting research of new social media sites and search tools.

The contractor shall use all open sources of information to include foreign open media sources, Internet websites, newspapers, press agencies, television, radio, and specialized publications. The contractor shall synthesize and organize information recovered to provide JIDO, Interagency, and other mission partners with high-impact, actionable intelligence. The contractor shall apply in-depth knowledge of computer use, web searching and information gathering to a broad range of foreign media to identify trends and patterns. The contractor shall also identify and track key threat web sites that proliferates the knowledge of making I-Threats and Home Made Explosives (HME). The contractor shall evaluate and assess information value, translate Government-selected text, audio, and video materials from the media, and integrate this information with all source analysis and network databases. The contractor shall research and analyze the media and internet environments in countries or regions identified by the Government and prepare analyses that describe and explain subtle relationships and trends. The contractor shall deliver reports, briefings, and presentations as required (**See Section F.3, Deliverable 10**).

C.5.5.2 SUBTASK 2 - PROVIDE GLOBAL IMPROVISED THREAT DATA INTEGRATION AND MANAGEMENT SUPPORT

The contractor shall input and store raw improvised threat incident data from multiple disparate databases including the JIDO improvised threat incident lists and commercial data feeds and reports into the Global IED Data Repository (GLIDR) developed by the Government. The contractor shall gather all data related to presumed improvised threat incidents, evaluate the veracity of each record based upon a Government-approved methodology and reconcile duplicate and conflicting data. The contractor shall input the verified data into the GLIDR and update the data as additional information becomes available. The contractor shall conduct data conditioning to enable interoperability among multiple data formats, correlate associated data, and integrate the data into a unified, fused database while maintaining traceability to its original

sources. The unified and fused data shall support user-defined access using existing and follow on analytics tools employed by JIDO. The contractor shall coordinate data integration and content management activities and actions in accordance with JIDO's DDIEM Knowledge Management governance, strategy and policies as directed by the COR and/or TPOC.

The contractor shall use their subject matter expertise in I-Threats and improvised threat-related topics per the information contained in the Weapons Technical Intelligence (WTI) improvised threat Lexicon (see Section J, Attachment J), and knowledge and expertise of the classified and unclassified sources to populate the database. The contractor shall use their knowledge of the different open sources pertinent to specific geographical areas and develop an understanding of the veracity of these sources in order to vet the data to ensure accuracy which will support trend and pattern analysis of IED activity for each specific geographic region of interest. The contractor shall provide feedback to the Government regarding additional sources that should be incorporated into the GLIDR and shall provide suggestions for improving GLIDR data entry formats and work flow. The contractor shall prepare and deliver GLIDR Reports, briefings, and presentations to the USG as required (**See Section F.3, Deliverable 10**).

C.5.6 TASK 6 – PROVIDE RED TEAMING AND WARGAMING SUPPORT

Desired Outcomes: JIDO acquires and maintains an in-depth detailed working knowledge and tactical understanding from the perspective of the enemy human networks that use or facilitate the use of I-Threats. Additionally, JIDO has an effective on-demand wargaming capability to enhance improvised threat counter and defeat strategy development and receives responsive support to one-time requests for studies and analytical products that provide insight into the likely effects of the improvised threat fight.

The contractor shall provide red teaming and wargaming support under the following two subtasks.

C.5.6.1 SUBTASK 1 – PROVIDE RED TEAMING SUPPORT

The contractor shall provide a Red Team capability focused on three functional areas:

- (1) The Tactical Red Team shall provide counter-improvised threat scenarios that can support tactical forces, battlespace owners, FOB security and ground maneuvers.
- (2) The Strategic Red Team shall provide COCOM and cross-COCOM threat scenarios that support COCOM operations and decisions, resource allocations and policies.
- (3) The Technical Red Team shall provide threat TTPs and technological changes that support JIDO material solutions.

The contractor shall provide the following under this subtask:

- a. Provide possible enemy courses of action for the employment of improvised threats in support of tactical, operational, or strategic operations in areas designated by the TPOC (**See Section F.3, Deliverable 17**).

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- b. Remain prepared to and support wargaming and Strategic Interplay Exploration (SIE) system production efforts with detailed enemy courses of action and Red Role Players
- c. Provide open source research and analytical support through identifying and assessing trends which impact improvised threat counter and defeat efforts
- d. Provide unique insights and actionable responses to tactical, cultural, political, economic, and social trends potentially affecting improvised threat counter and defeat operations in the CENTCOM Area of Responsibility (AOR)
- e. Identify emerging substantive issues within the CENTCOM AOR or other AORs
- f. Provide expertise in the AORs to solve problems in an intellectually dynamic setting, including the ability to integrate concepts and analysis from outside advisors
- g. Provide expertise in Asymmetric Warfare including unconventional warfare, irregular warfare, counter terrorism, and improvised explosive device tactics
- h. Provide expertise in Cultural Analysis including general cultural anthropological issues, political, economic, religious, and social issues
- i. Lead and conduct creative role playing/wargaming activities designed to understand various threat groups
- j. Provide expertise based on in-depth strategic and tactical understanding of the threat
- k. Develop and deliver findings and recommendations to emulate the threat using JIDO's User Defined Operational Picture (UDOP) and other media as directed, including research papers, briefings, video productions, and other media using Microsoft Office Suite tools as applicable (See Section F.3, **Deliverables 10 and 18**).
- l. Assist Wargaming Section in designing scenarios to be employed in SIE computer simulations to emulate the threat
- m. Provide critical analysis products to challenge assumptions and to examine second and third order effects of plans and concepts
- n. Provide deliverables in the English language in both oral and written forms (as needed).
- o. Deploy for short periods to the CENTCOM AOR as mission dictates by JIDO
- p. Organize and conduct detailed seminars of SMEs that enhance the knowledge base of the Red Team

C.5.6.2 SUBTASK 2 – PROVIDE WARGAMING SUPPORT

The contractor shall develop and execute wargames to emulate human enemy networks that use or facilitate the use of improvised threats and the likely Blue Team and Green Team responses. Specifically, the contractor shall perform the following under this subtask:

- a. Provide a standing, on-demand, reach-back wargaming capability to support global asymmetric threat operations using wargame processes, techniques and tools to assess strategic, operational and tactical issues and derive integrated predictive assessments.
- b. Develop scenarios based on Red Teaming analysis to emulate the threat
- c. Provide analysis of friendly plans in the context of the improvised threat environment, determine second and third order effects, and evaluate unintended consequences.
- d. Provide analysis of how enemy networks might respond to planned improvised threat counter and defeat operations, including the anticipation of enemy adaptations.

- e. Provide analysis to depict possible enemy courses of action in a given or a selected scenario at the operational/strategic level.
- f. Incorporate SIE capabilities into wargame analysis as directed by the TPOC.
- g. Provide deliverables in the English language in both written and oral forms (as needed).

C.5.7 TASK 7 - PROVIDE OPEN SOURCE ANALYSIS AUGMENTATION CELL (OSAAC) AND STRATEGIC INTERPLAY EXPLORATION (SIE) SUPPORT

Desired Outcomes: JIDO acquires and maintains an indigenous-like detailed working knowledge and understanding of the focus AOR and applies this knowledge and understanding to the C-IED improvised threat fight. JIDO acquires expertise on C-IED improvised threat counter and defeat subjects from world class experts from national security, academia, business, and other disciplines through an OSAAC conference center. JIDO is able to immerse analysts and pre-deployment leadership personnel into a target AOR environment through a high fidelity simulation experience.

The contractor shall provide OSAAC and SIE support under the following two subtasks:

C.5.7.1 SUBTASK 1 - PROVIDE OSAAC RESEARCH AND CONFERENCE CENTER

The contractor shall facilitate the holding of unclassified and classified conferences that attracts the world's top industry, academic, and military experts to conduct research, share thoughts and ideas on improvised threat counter and defeat innovations, and collaborate on solutions to complex improvised threat related issues. The contractor can either provide a conference space within the contractor's facility or can leverage area hotels/conference centers.

The contractor shall assist the TPOC in conducting collaborative seminars with subject matter experts from academia, industry, government, allied nations in support of a RFS, SIE event, or other related meetings as required. Conference topics, schedules, number of participants as well as the participant guest list will be determined by the JIDO TPOC, and the contractor will be provided a minimum of a two-week lead time to plan a conference, unless a shorter lead time is coordinated by the parties. The objective is to conduct 2-4 conferences per month with up to four SMEs for each conference, and up to four SIE events per year. Each SIE event can have up to 10 externally sourced SMEs. These topics may range in classification level from UNCLASSIFIED up to SECRET//NOFORN.

The contractor shall provide logistical support for conferences including seminar materials, duplication of materials, IT support, assistance with hotel accommodations, travel coordination for participants, food incidentals, any logistic and IT technology to run an onsite conference, security and clearance checks, as coordinated with the JIDO TPOC.

C.5.7.2 SUBTASK 2 – PROVIDE SIE SYSTEM SUPPORT

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The contractor shall operate the SIE system to immerse analysts and pre-deployment leadership personnel into target AOR environments using potential scenarios to develop understanding and practice in operating within a foreign culture and environment. This includes, but is not limited to, development and application of automated tools and techniques, development of scenarios and scripts, a robust lessons learned program (from previous sessions as well as in-theater live operations), and injection of analysis conducted under this TO. This system shall support unclassified and multi-level security operations up to the Secret level, when required. Any development activities shall be approved in advance by the Government.

The SIE system will be provided to the contractor as Government Furnished Property (GFP). The contractor shall use the SIE system to conduct alternative analyses by cultural, academic, war game, and threat team experts in an enhanced role playing simulation environment. The contractor shall ensure that adequate space and power is available to accommodate the SIE hardware, software, and associated equipment.

The contractor shall direct the operation of the SIE system and develop mission focused scenarios that will be executed by analysts or other simulation participants in an enhanced role playing exercise. The contractor shall provide for threat analysis and enable the manipulation of virtual real-time war gaming strategies similar to those executed by insurgent terrorist networks, social/political groups, and Commanders on the Ground through the simulation system. The contractor shall provide tools that will capture the actions, reactions and decisions of the role players (Red/Green Team) response to Blue Team operations, and provide dynamic output of the simulation session that may be delivered directly to the warfighter.

Additional information about the mission focused scenario requirement follows.

Scenarios - Within the specific guidelines of a scenario, the participants will have the freedom to improvise their choices to shape the direction and outcome of the simulation. Each scenario will be described in terms of the character/network, important historical information, capabilities, equipment available, and the goals of the session. Each scenario will permit adaptation to explore multiple paths or branches from various points within the scenario. The scenarios will challenge the participants to make appropriate, realistic decisions without inhibiting the creative thought process. The scenarios may be scripted, which will run from start to finish with minimal interaction from the Simulation Master, interactive, which will permit the Simulation Master to actively author the scenario as the session is running in response to the actions and decisions of the participants, or mixed, which will be a combination of scripted and interactive segments. Potential injects by the Simulation Master in interactive mode include visual representation of decisions made by the participants, changing actions by the Blue Team (i.e., friendly forces), social events, political events, and other unpredictable events. The Simulation Master must have the ability to provide a plan of action for the session, the ability to provide Blue Team counter-actions in response to the participants actions and decisions, the ability to remove communication links between the participants, the ability to ensure that the participants are not pre-occupied and that they receive the important information, the ability to add and remove participants as necessary, and the ability to insert videos, television shows, web videos, pictures, graphics, text and other sources while the scenario is in session.

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The contractor shall develop and implement a **Life Cycle Management Plan (LCMP)** (**Section F.3, Deliverable 19**) and provide periodic **SIE System Status Reports** (**Section F.3, Deliverable 20**) to ensure that as that system is updated in a timely and cost effective manner, as approved by the TPOC.

The contractor shall ensure that updates and configuration of hardware and software fully support all SIE system requirements. The contractor shall perform configuration management of the SIE system and maintain records of hardware and software versions and other system documentation as requested.

The contractor shall maintain all hardware and software associated with the SIE system, including hardware refreshes and updates to COTS/GOTS software IAW with JIDO/DoD system security and Information Assurance requirements (DoD Instruction 8510.01, DIACAP). Maintenance includes software updates for the correction of software defects (“bugs”), enhancements and modifications to improve the interface with simulation participants, operating system updates, and changes to ensure continued compatibility of the SIE system components.

The contractor shall provide **Certification and Accreditation Package** processing support (**Section F.3, Deliverable 21**) to JIDO and DSS for system and site inspections and reviews.

The contractor shall safeguard all Government information and property provided for use in the performance of this TO, including, but not limited to, those designated as unclassified sensitive, For Official Use Only (FOUO), Operations Security (OPSEC) sensitive, and Privacy Act Information, in accordance with applicable Government directives.

The contractor shall produce a **Simulation Session Record** for all simulation sessions (**See Section F.3, Deliverable 22**), which will include captured sound and/or images in a permanent form that is suitable for reproduction, all of the role-play interactions, text communications, images and videos. The record shall include a summary of group discussions conducted during each session. The record shall be included in a **Theater Operational Planning Report** (**See Section F.3, Deliverable 23**), that responds to theater operational planning and anticipates second and third order effects of an adversary’s adaptation of I-Threats in terms of the operational environment with alternative analysis by cultural, academic, and Red Team subject matter experts. The contractor shall produce a potential outcome video based upon the Report. The contractor may be required to produce an interim record of the report as a PowerPoint presentation or as a documentary with voice-over in advance of the **Potential Outcome Video** (**See Section F.3, Deliverable 24**).

Additional information about the Potential Outcome Video follows.

Potential Outcome Video -The contractor shall create and deliver a full video, of no more than 15 minutes in length, depicting the significant potential outcomes of Red Team actions. The potential outcome video will be delivered within 30 days after the Government request to document the outcome of the simulation. This video content shall depict lessons learned in a

broadcast-quality vignette of the simulation experience, including injects of pre-recorded source materials, that were produced on behalf of, or owned by the Government, or other open source materials. The contractor shall ensure that no copyright, trademark or other intellectual property rights are violated. The Production Outcome Video shall be presented in such a manner so the personnel downrange can play it on a computer/DVD player via a DVD or on a computer via an e-mail-able format.

It is anticipated that there will be a need to develop approximately one SIE scenario per quarter, and that a typical scenario will require the production of approximately 50 injects of analysis as described above.

The contractor shall:

- a. Provide hands-on socio-cultural, analytical expertise in developing intelligent, automated coaching and feedback for a role playing simulation/computer gaming platform to support the JIDO at an established satellite site.
- b. Administer and manipulate the SIE simulation session, and assist in creating the scenarios
- c. Install, operate, monitor and maintain simulation computer workstations and networks in support of simulation based events
- d. Conduct assessments and capture the effectiveness of the simulation scenarios as well as reactions by role players and leaders.
- e. Coordinate, resource, implement and provide feedback for simulation exercises hosted at the contractor facility.
- f. Interface with the TPOC to acquire requirements for simulation exercises.
- g. Provide oversight for all ongoing simulations in the wargaming facility.

C.5.8 TASK 8 – PROVIDE IMPROVISED THREAT EXPLOITATION INTEGRATION SUPPORT

Desired Outcome: Provide I-Threat, Weapons Technical Intelligence (WTI), and training support to that is consistent with JIDO and DoD policies and are not inherently Governmental functions that are under the purview of the USG.

The contractor shall provide WTI, biometric and forensics analysis, training, doctrine and strategy support under the following six subtasks.

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**C.5.8.1 SUBTASK 1 – PROVIDE WTI PROGRAM ANALYSIS AND
INFORMATION SHARING SUPPORT**

The contractor shall provide program analysis of DoD and Coalition Partners capabilities and processes that support the collection, exploitation, and analysis and dissemination of improvised weapons/threats, IEDs, and associated information and components. The contractor shall provide program analysis and management of related information technology (IT) applications, data source integration, and network architecture for the purpose of improving and promoting information sharing, data analysis, and data integration with a broad community of stakeholders within the DoD, Interagency, and with international partners. Additionally, the contractor shall provide the following:

- a. Support efforts to identify, assess, coordinate and develop DoD requirements, policies, and capabilities that pertain to WTI information sharing and data management that support WTI outcomes and DoD programs to include Forensics, Biometrics, Technical Exploitation, and Sensitive Site Exploitation programs.
- b. Support integration and synchronization of capabilities and data management/information sharing efforts across the USG with international partners. Provide guidance and recommendations on supporting IT architecture and database design requirements to facilitate data analysis.
- c. Support the development of metadata standards and protocols and review information repositories associated with WTI data network and databases.
- d. Support in strategic communication and outreach to external stakeholders and partners. The contractor shall prepare and provide professional reports and briefings, and make recommendations to explain the essential elements of WTI capabilities (**See F.3, Deliverable 10**).
- e. Support DoD at Interagency, and international working groups, meetings, and Video Teleconferences (VTC) where WTI capabilities, data management and information sharing policy, and WTI strategic guidance are discussed.
- f. Support the implementation of new or improved WTI strategies, management practices, and DoD internal controls, to improve operational effectiveness and integrate capabilities.

**C.5.8.2 SUBTASK 2 – PROVIDE WTI PROGRAM ANALYSIS & FORENSIC
AND SCIENTIFIC SUPPORT**

The contractor shall provide program analysis of DoD and Coalition Partners' capabilities and processes that support the collection, exploitation, and analysis of improvised weapons/threats, IEDs, and associated components. The contractor shall provide program analysis and

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management of related forensic, biometric, and scientific programs with a broad community of stakeholders within the DoD, Interagency, and international partners. Additionally, the contractor shall provide the following:

- a. Support agency and DoD efforts to develop and integrate existing and emerging Forensic and related Science and Technology programs across the DoD, Interagency, Industry and Academia. Monitors forensics and scientific related research, development, test and evaluation communities to identify and assess trends and developments in forensic modalities and other related efforts to include human signatures, source attribution, trace chemistry.
- b. Support of CCMD and Joint Force Command (JFC) operations, requirement development, planning, programing, and integrating of traditional and battlefield forensic capabilities across all forensic disciplines. Provides guidance to deployed DoD commands to ensure DoD forensic capabilities are used to their fullest capacity in support of C-IED operations.
- c. Support DoD efforts to develop and synchronize forensic scientific standards, processes, procedures, best practices and lessons learned across expeditionary and reach-back forensic laboratories. Maintains a common understanding of current forensic and biometric training efforts across the DoD and make recommendations to improve these programs to meet operational requirements.
- d. Support Government efforts to determine the suitability and feasibility of science and technology proposals and research projects taking into consideration such factors as the technical competence of the people involved, relevancy and effectiveness of the work proposed, alternative solutions available, cost, schedule and performance.
- e. Reviews progress and technical reports on working projects, to support government decisions as to the significance of the results and whether they warrant continued support in relation to other possible approaches or requirements. Monitors progress on all assigned projects to include cost, schedule, and performance. Tracks deliverables, reviews status and test reports, ensures all JIDO internal databases and tracking systems are maintained and information is accurate.
- f. Support the development and execution of project agreements with coalition and host nations by assessing and developing requirements, capabilities and policies.
- g. Support in strategic communication, outreach, working groups, and other meetings to external stakeholders and partners. The contractor shall prepare and provide professional reports and briefings, and make recommendations to explain the essential elements of forensic and scientific capabilities. The contractor shall support the implementation of new or improved forensics and biometric strategies, management practices, and DoD internal controls, to improve operational effectiveness and integrate capabilities.

- h. Maintain an awareness of current scientific developments within the national and international forensic science and technical communities. Apply professional knowledge in biological science and DNA analysis and in quality assurance/quality control relating to DNA and serological analysis of evidence.
- i. Research and provide professional analysis of systems currently fielded or in development within assigned technical area to determine the technical capabilities and deficiencies. Based on operational requirements and expert analysis, develops a detailed analysis of technical capability gaps. Work with Government, industry, and academic communities to understand needs and gaps to develop systems and procedures to address any identified capability gaps.

C.5.8.3 SUBTASK 3 – PROVIDE WTI PROGRAM ANALYSIS AND TECHNICAL EXPLOITATION SUPPORT

The contractor shall provide program analysis of DoD, Interagency and Coalition Partners capabilities and processes that support the collection, exploitation, and analysis of improvised weapons/threats, IEDs, and associated components. The contractor shall provide program analysis and management of related technical exploitation projects and programs to include electronic, mechanical, media, and document exploitation. Additionally, the contractor shall provide the following services under this subtask:

- a. Maintain current knowledge of and leverage capabilities across the DoD, academia, interagency, and international stakeholders. Work closely with contractors, scientists, engineers, and Government officials from USG, national laboratories, and allied organizations to coordinate, advocate, and develop exploitation capabilities in support of CCMD and DoD goals and objectives.
- b. Support the program management and development of capabilities to advance technical exploitation across the DoD interagency and coalition partners.
- c. Support of CCMD and Joint Force Command (JFC) operations, requirement development, planning, programing, and integrating of technical exploitation capabilities across all levels. Provides guidance to deployed DoD commands to ensure DoD exploitation capabilities are used to their fullest capacity in support of C-IED operations.
- d. Assess, develop, and synchronize DoD requirements and capabilities that pertain to the technical exploitation of recovered materials. Reviews progress and technical reports on working projects, to support government decisions as to the significance of the results and whether it warrant continued support in relation to other possible approaches or requirements. Monitors progress on all assigned projects to include cost, schedule, and performance. Tracks deliverables, reviews status and test reports, ensures all JIDO internal databases and tracking systems are maintained and information is accurate.

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- e. Support the development and execution of project agreements with coalition and host nations by assessing and developing requirements, capabilities and policies for related technical exploitation programs.
- f. Support DoD efforts to develop and synchronize technical exploitation standards, processes, procedures, best practices and lessons learned across expeditionary and reach-back communities and with interagency and coalition partners.
- g. Support in strategic communication, outreach and meetings to external stakeholders and partners. The contractor shall prepare and provide professional reports and briefings, and make recommendations to explain the essential elements of technical exploitation capabilities.

C.5.8.4 SUBTASK 4 – PROVIDE STRATEGIC POLICY, DOCTRINE, AND PLANNING SUPPORT

The contractor shall provide assessment and analysis of DoD, Interagency and International policy, doctrine, strategies, and planning of WTI capabilities and processes. Additionally, the contractor shall provide the following:

- a. Support in writing, staffing, and coordinating WTI doctrine, CONOPS/CONPLANS, and strategic guidance. Support CCMD planning process to develop Theater Security Plans, Operation Orders, and other documents.
- b. Support the Government lead in ongoing revisions of operations guides, lessons learned, WTI Handbook and lexicons.
- c. Participate in DoD, Interagency, and international development of WTI-related doctrine and policy. The contractor shall facilitate coordination across a broad international and interagency community as directed by Government or military personnel.
- d. Support strategic engagements and prepare and coordinate staffing memorandum as directed. The contractor shall support preparation of General Officer/Flag Officer (GO/FO) level correspondence and briefings. The contractor shall attend meetings, VTCs, in close coordination with the USG.
- e. Review JIDO internal policy actions and strategic documents for WTI interests and provide recommendations as appropriate based on guidance from the Government.
- f. Support planning teams and/or participate in JIDO-directed emergency planning, exercises, and operations.

C.5.8.5 SUBTASK 5 – PROVIDE THEATER OPERATIONS SUPPORT

The contractor shall support the operational assessment, implementation, and execution of collection, exploitation and analysis capabilities that pertain to the WTI capabilities that are deployed in support of CCMD operations. The contractor shall provide expertise in the areas of improvised threat exploitation to include: forensics, biometrics, technical exploitation, and site exploitation. Additionally, the contractor shall provide the following:

- a. Assist in tracking and assessing existing collection and exploitation capabilities and support government efforts in identifying new capabilities which units in theaters of operation may require. Maintain current awareness of evolving threats and coordination efforts across CCMDs and international partners that pertain to collection and exploitation support requirements.
- b. Assist CCMDs in the identification, coordination, and integration of collection and exploitation related requirements and initiatives. Assist in the development and coordination of DoD exploitation actions and maintain awareness of their statuses through completion.
- c. Provide operational input into the analysis to support rapid acquisition processes (e.g. Joint Urgent Operation Need (JUON) and Urgent Operation Need (UON), Joint Emerging Operational Need (JEON) Statement) in concert with CCMD and external stakeholders in support of WTI-related programs and initiatives.
- d. Coordinate the transportation and storage of evidence, hazardous materials and explosives per DoD, USG, and international policy and standards.
- e. Support agency and CCMD Security Cooperation and Building Partner Capacity efforts by conducting operational capability and training assessments, and make recommendations to establish and improve a Host Nation's collection, exploitation, analysis capabilities across law enforcement and military agencies.
- f. Support the development of operational/training guides, assessment tools, white papers and assessment reports as required.
- g. Support CCMD and coalition training and exercises to ensure proper integration of WTI capabilities. In close coordination with the JIDO TPOC, assist in the identification and development of tasks, conditions, standards, and performance measures for the WTI process.

C.5.8.6 SUBTASK 6 – PROVIDE WTI ANALYSIS SUPPORT TO J2/MID

The contractor shall lead efforts in the J2/MID to identify new devices, initiators, and TTP on which to focus analytic efforts; conducts technical intelligence analysis of IED and other improvised weapons, fusing the intelligence with other forensic data and all-source intelligence

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data to provide attribution of individuals and groups to devices and events; analyzes devices and events to determine weapon profiles and patterns; identify insurgent and IED networks, which include leaders, facilitators, financiers, cell members and bomb makers to identify potential targets for possible lethal and non-lethal action (See **Section F.3, Deliverable 25**).

The contractor shall provide WTI analysis support for improvised explosives, devices and their uses; trend and pattern analysis, geospatial analysis, link analysis and network or social network analysis, and use computer applications and intelligence related automation to support analytical efforts and product development.

The contractor shall use its expertise in IT systems, e.g., DCGS-A, CIDNE and IPERNET/JWICS search engines, and experience with i2 Analyst Notebook, AXIS Pro, WebTAS, WEAT, ExPERT, ArcGIS and Google Earth to provide the following:

- a. WTI products including but not limited to: regional device pattern and trend studies, route device pattern and trend studies, TTPs, vulnerabilities and countermeasures studies, and IED technical profiles.
- b. Prepare and present intelligence briefings and presentations; evaluate information reporting and sources; answer Requests for Information (RFI); develop Source Directed Requirements (SDR).
- c. Prepare WTI related intelligence assessments for formal production and release to the Intelligence Community (IC) and other consumers; coordinates with other JIDO offices, IC and law enforcement, including the FBI Terrorist Explosives Device Analytical Center (TEDAC), and Theater intelligence resources to gather additional technical and forensic data and share analytic conclusions.
- d. Support the Building Partner Capacity efforts to assist Coalition and International Partners are capable of analyzing collected data obtained from exploitation of materials in accordance with applicable standards, policies, and regulations.
- e. Identify data and information requirements and identify/assess gaps in existing exploitation databases and IT architecture to support improvements and capability development.
- f. Provide analytical support to deployed and reach-back exploitation laboratories.

C.5.8.7 SUBTASK 7 - PROVIDE WTI TRAINING MODULES SUPPORT

The contractor shall, in accordance with all applicable military training regulations and doctrines, support the assessment of training gaps for all WTI enabling capabilities and the development and execution of WTI training requirements and Programs of Instruction

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(POI) specifications.

The contractor shall assist in the identification of synchronizing tasks, conditions, standards, and performance measures for the WTI process and make process improvement recommendations for Government consideration and adoption to ensure training is properly synchronized across functional areas.

The contractor shall gather and review current POIs and lessons learned and assist in the development and maintenance of WTI POIs and training objectives.

The contractor shall support the Government/military lead in drafting joint I-Threat best practices, or doctrine for publication. The contractor shall participate in WTI training related meetings and provide debriefs and recommendations in close coordination with the TPOC.

The contractor shall support the institutionalization of WTI training across all services training institutions and pre-deployment training conducted at Service training centers and deployment centers.

The contractor shall make recommendations on the synchronization of the efforts of JIDO sponsored WTI training support. The contractor shall facilitate coordination when required by USG personnel for appropriate WTI-related training support.

The contractor shall prepare appropriate staffing memorandums and prepare and deliver various high quality communications and briefings up to and routinely including General Officer-Flag level decision-makers (**Section F.3, Deliverable 10**).

C.5.9 TASK 9 – PROVIDE TRAINING SUPPORT

Desired Outcome: Programs of instruction are JIDO J7 Curriculum Development SOP Compliant and reflect current and relevant improvised threat curricula that sustain training support to JIDO personnel; CCMDs and their conventional and special operations forces; NATO and Coalition forces; Interagency partners; and Other Government agencies as requested.

Materials, educational processes and curricula delivery are in compliance with National Commission for Certifying Agencies (NCCA) accreditation requirements and Defense Intelligence Education and Training Board (DITEB) requirements.

Additionally, an integrated Virtual Learning Environment (VLE) and Learning Management System is maintained and operated allowing for the creation of an interactive, web-enabled, manageable transformation of JIDO curricula and allow JIDO to track a learners' progress, measure, and evaluate the organizations' personnel to ensure they have received training and to what proficiency.

The contractor shall provide training support under the following four subtasks.

C.5.9.1 SUBTASK 1 - PROVIDE CURRICULA DEVELOPMENT SUPPORT

The contractor shall adopt curricula development, program management, and instructor proficiency standards that support both NCCA and Defense Intelligence Training and Education Board (DITEB) accreditation requirements. This requirement includes integration of an instructional systems designer that shall ensure curricula development integrity in accordance with educational community standards. The contractor shall respond to all requirements for development of curricula and programs of instruction.

The contractor shall develop all materials so they meet JIDO J7 Education Branch Curriculum Development SOP Standards. The current battery of instruction includes threat network analysis methodologies, analytical concepts, critical thinking, C-IED tactics, techniques and procedures, analytical and data-mining software applications, and DoD Directive requirements for intelligence analysis and CCMD request for Counter Threat and C-IED support. The contractor shall maintain training aids for various analyst tools, and a Distance Learning capability for instruction on various JIDO tools. Currently, there are approximately 40 structured courses.

In addition to maintaining and updating these courses and programs of instruction to ensure currency, it is anticipated that multiple new course modules and potential eLearning topics will be developed in the course of one year. All of the courses of instruction may have to be scripted for suitable transition into a virtual learning environment **(Section F.3, Deliverable 26)**. The contractor shall keep current with evolving threat operational environment and current JIDO tools and techniques. Specifically, the contractor shall use topic driven SMEs with technical writing experience that can translate into curriculum development to accomplish the following:

- a. Perform needs assessments instruction **(Section F.3, Deliverable 27)** in accordance with (IAW) JIDO Education Branch Curriculum Development Standards
- b. Analyze and develop programs of instruction **(Section F.3, Deliverable 28)** IAW JIDO Education Branch Curriculum Development Standards
- c. Design current state-of-the art technical and tactical course material **(Section F.3, Deliverable 29)**
- d. Address the need for resources such as hardware, software, visual aids, and other materials required for effective delivery of the instruction
- e. Provide for routine review and updating of course material to maintain currency and utility IAW JIDO Education Branch Curriculum Development Standards
- f. Have trainers meet, within six months of hire, JIDO J7 certification requirements per JIDO J7 Instructor Certification Standards Operating Procedures
- g. Train JIDO staff and training personnel from outside organizations supported by the JIDO in course development procedures, lesson design validation and implementation plans, and programs of instruction
- h. Assess the effectiveness of intelligence community (IC) information sharing strategies and methodologies and identify opportunities to improve the training provided by JIDO
- i. Review course material produced by improvised threat counter and defeat partners

- j. Provide input to the Master Training Plan and Training Concept of Operations
- k. Validate and incorporate current improvised threat counter and defeat TTPs into the delivery of programs of instruction IAW JIDO J7 SOPs. Ensure CCMD guidance for the integration of JIDO capabilities is supported
- l. Address International Traffic in Arms Regulations (ITAR), Export Administration Regulations (EAR), and Information Assurance security considerations
- m. Make maximum use of current professional community adult education principles and Joint training documents, regulations, and directives.
- n. Learn and integrate new concepts in countering I-Threats through reading of academic material, commercial best practices, and doctrine.

C.5.9.2 SUBTASK 2 – DELIVER CURRICULA

The contractor shall respond to all requirements for providing instruction. In the current operating environment, a series of structured courses are scheduled on eight-week rotations to prepare or refresh analysts in the use of JIDO Counter-Improvised Threat methodologies, tools, and TTPs. The contractor shall prepare and deliver needs assessment driven mobile training teams (MTTs) in support of pre-deployment exercises which may need to be accommodated at various points during the training cycle. JIDO has conducted up to 700 training events per year and provided instruction to as many as 7,600 students per year across all methods of instruction. It is estimated that the contractor shall support approximately 50 MTT deployments per year including personnel from NATO and Coalition forces. The contractor shall comply with export-control and ITAR requirements. The contractor shall deliver training to achieve the learning objectives of the individual programs of instruction. Specifically the contractor shall:

- a. Execute the Government's schedule of programs of instruction to satisfy mission requirements both internal and external IAW JIDO J7 Standard Operating Procedures
- b. Provide classroom, distance learning, or MTT instruction for JIDO curricula on advanced analytics, operational tradecraft, analytic tradecraft, and technology integration to personnel in Continental United States (CONUS) or Outside the Continental United States (OCONUS) sites, including hazardous duty areas.
- c. Comply with Foreign Disclosure Office and Intelligence Community Authorized Classification and Control Markings
- d. Monitor the use of eLearning and provide on-line assistance as may be required by students.
- e. Maintain current instructor certification IAW JIDO J7 Standard Operating Procedures and DoD Defense Intelligence Training and Education Board requirements.

C.5.9.3 SUBTASK 3 - COORDINATE, PLAN, DEVELOP, AND SUPPORT PRE-DEPLOYMENT TRAINING EXERCISES

The contractor shall support CCMD, Joint, and Pre-deployment training exercises. It is estimated that the contractor shall support approximately 14 exercises, at multiple training center CONUS and OCONUS locations, per year. Each exercise is expected to have 3 – 6 planning events prior to execution.

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In support of this subtask, the contractor shall:

- a. Provide exercise design support to JIDO Government lead(s)
 - i. Develop Master Scenario Event List (MSEL) storylines and related intelligence products
 - a) Develop tailored intelligence support products that are synchronized to meet the overall training objectives
 - ii. Develop current and relevant threat network scenarios
- b. Provide exercise scenario injects
- c. Provide time-sensitive dynamic scripting injects as required by JIDO Government lead(s)
- d. Attend worldwide exercise planning events and execution
- e. Develop a thorough working knowledge of JIDO capabilities and processes
 - i. Attend J7 Education courses in coordination with the JIDO Government Lead
- f. Coordinate across JIDO Staff Sections to ensure proper representation of the Agency in exercises
- g. Translate exercise training audience objectives and JIDO Mission Essential Tasks into realistic exercise scenarios that test processes, and ensure mutual understanding and success of JIDO's Combat Support Mission
- h. Analyze CCMD plans and processes to assess C-IED capability against published standards (including, but not limited to: Universal Joint Task List, Doctrine, Command C-IED Directives, Validated Lessons Learned)
- i. Analyze JIDO plans and processes to assess Combat Support Mission capability against published standards
- j. Compile improvised-threat related Lessons Learned from each exercise and provide them to the JIDO J7 Lessons Learned Branch (**Section F.3, Deliverable 10**)
- k. Integrate applicable previous Lessons Learned into exercise support
- l. In close coordination with the JIDO Government Lead, provide guidance and mentorship to exercise participants during rehearsals and actual training exercises
- m. In close coordination with the JIDO Government Lead, provide expertise and support to exercise controllers during rehearsals and exercises
- n. Stay abreast of current improvised-threat related doctrine and TTPs
- o. Coordinate support to exercises with assets that replicate HQ/JIDO capabilities

C.5.9.4 SUBTASK 4 – PROVIDE TRAINING MODULES AND LMS SUPPORT

The contractor shall provide training modules and LMS support under this subtask in close coordination with the JIDO TPOC. The contractor shall compile Secret level information from all relevant sources to include curriculum guides, manuals, operator's guides, system specification information, engineering diagrams, presentations, and other system specific materials to provide training material for components that have no pre-existing training package, or for commercial off-the-shelf (COTS) systems that are not part of a standard support plan.

The contractor shall compile all training material for the components, software systems, and concepts previously developed for the system being simulated in the virtual environment. The

contractor shall coordinate with the TPOC to develop required training material for those systems that do not have pre-existing training material. The contractor shall provide User Guides for students and administrators (**Section F.3, Deliverable 30**).

The contractor shall deliver Training Support Material required for the programming of the simulation system IAW JIDO J7 SOPs (**Section F.3, Deliverable 30**). This includes the development of material gathered from user manuals and existing training. These scripts and storyboards are used as direct input into the final system and are reviewed for content and correctness.

The contractor shall deliver models of all physical components and programs and all required controls (**Section F.3, Deliverable 31**).

The contractor shall produce a customizable user interface (UI) integrated with LMS. The contractor shall coordinate with the customer to provide any required UI customizations or additional training system integration and provide the design for Government approval. The contractor shall provide original source codes and software to the Government.

C.5.10 TASK 10 - PROVIDE VIRTUAL LEARNING ENVIRONMENT (VLE) AND LEARNING MANAGEMENT SYSTEM (LMS) SUPPORT

The contractor shall compile information from all relevant JIDO sources to include in curriculum guides, manuals, operator's guides, system specification information, engineering diagrams, presentations, and other system specific materials and provide virtual learning environment and LMS support. The contractor shall use this information for the development of training material for components that have no pre-existing training package, or for commercial off-the-shelf (COTS) systems that are not part of a standard support plan.

Additionally, the contractor shall perform the tasks/requirements listed below:

- a. Compile all training material for the components, software systems, and concepts previously developed for the system being simulated in the virtual environment. The contractor shall coordinate with the customer to develop required training material for those systems that do not have pre-existing training material IAW JIDO J7 SOPs.
- b. Perform observations and interviews of SMEs as a foundation for the development of new material.
- c. Identify and incorporate Learning Outcomes for all training modules if available. This will include informal and formal testing of knowledge.
- d. Develop a Task Matrix identifying all components, software systems and concepts

required as part of the simulation system.

- e. Compile all information for the virtual modeling of all physical components such as IED models, radios and computer systems. The information required to model the 3D object and controls can be derived from computer aided design (CAD) drawings of the components, component specifications, digital photographs and or video. This information is compiled and listed in a table that identifies the component specifications and the names for all the component controls and objects such as light emitting diodes (LEOs), lamps, liquid crystal display (LCD) panels, knobs, buttons and switches.
- f. Compile information from all relevant sources to include component manuals, operator's guides, system specification information, engineering diagrams, technical presentations and other system specific materials. This material is used to define which 3D models will be developed and the level of interactivity required for each component model and component model control interface. The component model control interface includes the buttons, knobs, switches, LEDs, and displays normally associated with the equipment.
- g. Develop training support material required for the programming of the simulation system. This includes the development of material gathered from user manuals and existing training. These scripts and storyboards are used as direct input into the final system and are reviewed for content and correctness before proceeding to the next step.
- h. Identify solution requirements including specific breakdowns of training objectives, lesson types, technology chosen and implementation technique used.
- i. Develop models of all physical components and programs all required controls.
- j. Produce and integrate source code to provide the actual flow of all required training content.
- k. Produce a customizable user interface (UI) (**See Section F.3, Deliverable 32**) integrated with the LMS. The contractor shall coordinate with the customer to provide any required UI customizations or additional training system integration.
- l. Incorporate standard community of practice instructional systems design principles, ex: ADDIE.

C.5.11 TASK 11 - PROVIDE ADDITIONAL AS-NEEDED SUPPORT (OPTIONAL)

Unpredictable world events demand that JIDO have the capability to provide deployed and additional as-needed support in CONUS, OCONUS, and hazardous duty/combat zones anywhere in the world. The contractor shall provide specialized support as described in Tasks 1 through 10 in any location in the world, including hazardous duty/combat zones. Additional support requirements are variable in length and level of effort in support of JIDO initiatives, decisive efforts, and new mission requirements. Decisive efforts are defined as situations where US Forces are deployed in support of a contingency operation that is contested by threat networks

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SECTION C – PERFORMANCE WORK STATEMENT

and their use of improvised weapons. Support may be project-based or result in long-term increase in base level of effort. Support may require either short-term (e.g. up to one month) or longer-term (e.g. one or more months) deployments. Support requirements and deliverables for the additional support are described in Tasks 1 through 10 and are within the scope of this TO but require additional personnel to meet the requirement.

When the requirement for additional as-needed support is identified, the Government will exercise the optional additional as-needed support CLIN in TOR Section B. Specific additional requirements shall be integrated into the WBS under Task 1 (See C.5.1.7).